The IFM Open Door

Volume 2 The IFM Spring Edition March 2014

IFM Community

Welcome to the second volume of The IFM Open Door newsletter. The purpose of this newsletter is to build an interactive sense of community within each region and across the Commonwealth. The goal is to provide you with on-going, clear communications about IFM, as well as an opportunity

You are encouraged to contact your manager or simply visit www.mass.gov/dcam/ to get more detailed information and to get updates on the key milestones achieved through IFM.

to voice your feedback to us!

We welcome your feedback so that we can include the content you find most valuable. Please email your suggestions or questions to -your Regional Director (listed on page 8) or to info.dcamm@state.ma.us.

Commonwealth Shared Services Conference

In January, over 90 senior management officials from at least 35 Executive Branch agencies convened on the campus of Harvard University at

A New Path Forward: Commonwealth Shared "The shared services model is entrepreneurial and challenges service providers to change the organization's culture to one that offers value to customers competitive to other options."

Carole Cornelison

Services Conference. This conference, sponsored by A&F, DCAMM, Office of the Comptroller, ITD, HHS, HRD, OSD, and MassDOT, showcased the agencies that have already begun to use the shared services approach to delivery of services. It was also a learning experience for officials planning for and launching new shared services lines as this approach expands across the Commonwealth. The shared services model is a cost effective way to streamline the delivery of services that are common across departments.

Governance and Business Plan Panelist (left to right)-Sandra Smole & Michael Pentella, DPH, Tom Esposito, ITD, & Reggie Nunnally, OSD.



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Feature of the Month

Highlight on Facility Employees from IFM Regions-Page 4

Commonwealth Shared Services Conference (cont.)

Facilities Management, IT, Human Resources and procurement are some of the functions that are currently using shared services practices in the Executive Branch. This collaborative partnership model enables agencies to focus more energy on mission-critical programs and services and still rely on quality supportive functions to be performed through a mutual service level agreement.

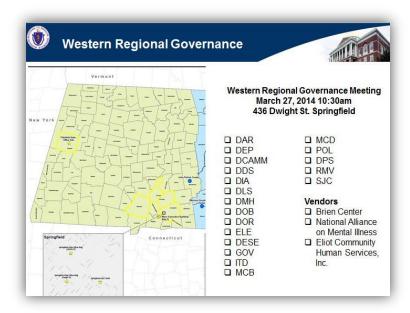




Commonwealth Shared Services Conference – Left photo are panelist Gary Lambert, OSD, Tony Parham, GIO, Mary Cassesso, HHS and Mark Fine, CPAT. Right photo is Angela McConney Scheepers, DALA addressing conference attendees.

IFM Decision Making

FM Central Region held the first regional meeting in Worcester, MA on February 6th. Stakeholders met to discuss their partnership in IFM, begin review of the Regional Governance Guide and launch the quarterly meeting series with Central Region stakeholders. At the top of the agenda was the presentation of the regional governance structure that outlined the commitment to collaborative decision making. The purpose of the regional meeting is to improve communication between DCAMM and agencies that occupy IFM facilities. The meetings provide an opportunity for user agencies to provide DCAMM with a better understanding of their facility needs, to participate in strategic decision making around maintenance policies and procedures, and to share expertise. In addition, selected regional stakeholders will serve as members of the Commonwealth Facilities Advisory Council, a team of experts on facility management issues. The Western Regional Meeting was held on March 27th. There are about 19 agencies and private vendors within the small number of buildings in the Western Region.



Standing agenda for regional meetings:

- Discuss Regional Governance Guide
- Provide update on decisions relating to previously submitted requests
- Discuss and evaluate new decisions
- Vote on decisions at hand
- Structure decisions / business cases to be escalated to IFM Steering Committee
- *Key project updates*
- · Lessons learned
- *Next steps*

What's Going on Around the Regions? Facilities Winter Work!

hrough this intense winter, IFM staff responded to routine and emergency maintenance service situations and kept projects moving forward with creativity and professionalism.



Western Region. STCC Renovation for DPS – Staff used the winter wisely for the construction planning of space for the Springfield DPS office. DPS will relocate to the campus of the historic Springfield Technical Community College (left photo). Construction is slated to begin by the summer of 2014 with relocation in the fall. RMV and several other state agencies are also being relocated from the Liberty St. State Office Building (right photo) which is under analysis for repair or disposition.



Metro Boston Region. McCormack State Office Building – Jan 2014 a broken sprinkler line created a sink hole at the entrance on Bowdoin Street. DCAMM's FM, engineering and construction staff responded immediately working with private contractors for several days to resolve the problem. The sink hole temporarily blocked access to the loading dock, hampering delivery of goods to the building. Access to the parking garage was maintained during the incident and there were no issues with the domestic water supply.

What's Going on Around the Regions? (cont.)



Metro Boston Region. Edward J. Sullivan Courthouse, Cambridge. The never-ending snowstorms of winter 2013/14 resulted in constant clearing of snow to ensure safe passage for pedestrians and employees at ground level. Also, maintenance staff needed to access the roof to monitor conditions (middle insert photo).

Central Region. First Regional Meeting – February 6, 2014, Ed Nicosia, Regional Director and Sandra Duran, Director of IFM, opened the Central Regional Governance meeting at the Worcester Recovery Center and Hospital. They are pictured here presenting the draft Regional Governance Guide for review and comment. One of the major concerns addressed was the timetable for the meeting and how to cover regional meetings with limited staff. Future meetings will be held quarterly.



Feature of the Month: People Make the Difference in IFM Meet Wayne Dozier, Don Rennie, Rex Rowley, & Israel Mercado of OFMM

his month, we sat down with a few of our hardworking Office of Facilities Management and Maintenance (OFMM)

staff to acknowledge their important contributions to the success of IFM. These experienced facilities maintenance employees come to work when other state employees have "weather related" time off. Facility work is a 24/7 proposition. These gentlemen bring to the job years of different experiences but a common dedication to providing the best service to their customers in state facilities.

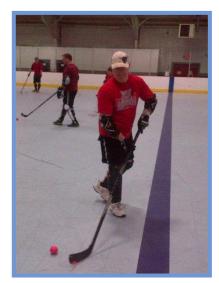
Feature of the Month (cont.)

■ Wayne Dozier, Institutional Foreman (recent promotion), member of NAGE Unit 3 has been with DCAMM for seven years. A native Bostonian, he has extensive experience in the trades of carpentry and telecommunications. He worked for a few years on the "Big Dig" installing fiber optic cable, antennas and cameras. Wayne approaches life and his position at DCAMM by always keeping in mind the saying "The man who is afraid to do too much... will always do too little." To him this means always going the extra mile to ensure quality results and top notch customer service. He serves as the Metro Boston IFM Region eyes and ears on the ground at the Edward J. Sullivan Courthouse in Cambridge, an important role in responding to time sensitive emergencies, OSHA compliance and the numerous plumbing repairs. He looks at IFM as an opportunity for those with ambition and motivation to



Wayne Dozier and his granddaughter Dajia

upgrade their skills and to carve out a career niche as more facilities are taken on under IFM. Wayne suggests that DCAMM provide comprehensive interpersonal and building systems training opportunities for FM staff. After training, employees are more capable of working at different types of buildings in their regions. The will preserve the facilities with better routine maintenance and emergency response and provide more effective oversight of building system vendors (e.g., HVAC, Elevator). Staff will also be better able to take good care of the people in state facilities. A family man and church deacon, Wayne is currently teaching himself how to play the alto saxophone. A fan of John Coltrane, Thelonious Monk, and other jazz legends, he "can't wait" to be able to make the music himself that he enjoys so much.



Don Rennie playing Deck Hockey

■ **Don Rennie**, Building Maintenance Supervisor, SEIU Unit 3, has been with DCAMM for about seven years and works in the Metro Boston IFM Region. In his prior job Don worked closer to his Andover home as an apprentice electrician at the Lawrence Eagle Tribune for twenty-three years. In that role he worked on everything from HVAC to boilers. All in all a fun job! During that same period he also became quite an expert at swimming pool maintenance, an experience that serves him today when caring for his own in-ground pool. Don looks at IFM as a great challenge. He sees it as a chance to gain different and interesting experience from working with new facilities that take much more technical know-how to keep the systems running. Don recommends and is looking forward to more hands-on training through IFM. Hands-on training is so important because often equipment in the field does not function as it does in a class. "A good FM person has to use experience to make things work and to know when it won't. For example, door closures often work differently because of air pressure within the building". Don observes that the key to success is communication and teamwork. If staff let him know in advance by email if special arrangement is needed for conference space, he can plan ahead for the crew to set up things just right. Although setting up space might seem tedious to some, Don looks at it as his contribution to help out those working to solve tough problems and issues on behalf of the taxpayers and as very important work. Don is a lifelong

athlete; one added benefit to the job is the exercise that he gets day to day. Inducted into his High School Sports Hall of Fame, he loves staying fit so that he can excel at Deck Hockey, which he plays at least four times a week. One of his teams, the Pelicans, is in the playoffs and has a chance at the Championship. Go Pelicans!

Rex Rowley, Electrician II, NAGE Unit 3 has served the Commonwealth for almost thirty years, twenty three with DMH, the recent year and a half at DCAMM in the Central IFM Region. He is eager to expand his efforts to be the go-to guy and use his expertise for electrical work in more facilities as they come on line. He is self-motivated and enjoys when he gets to travel to other sites around the region. Rex can't stand to sit around and looks forward to responding to routine assignments or to alarms. He cites good communication with the occupants of the buildings as an important part of getting his job done. "Sometimes the key to calming concerns is to get back to people to let them know that you are paying attention to their needs, even if they can't be addressed right away. It is important to make the customer happy."

Feature of the Month (cont.)

Rex also thinks it is important with IFM to know the "big picture".

Understanding the budget, the resources for the job, and important project goals for the region all help to ensure the job is done right. Teamwork is also very important. Keeping the Regional Director and co-workers informed is all a part of a good team effort. When handing off responsibility to a co-worker or temporary replacement, it makes their life easier if they are well prepped before they have to fill in overnight or for any leave. Rex likes to try to go to classes and seminars when he can. It is part of his efforts to constantly improve and learn and that's how, in his view, IFM will improve. When he needs to get away, Rex is an outdoorsman; skiing, hunting and hiking are often on the agenda. Being in a small crowd and hiking up north helps clear his mind and keep his positive outlook on a job he loves and wants to continue.



Rex Rowley, Electrician II

■ Israel Mercado, Building Maintenance Supervisor, SEIU Unit 3 started his career at the McCormack Building nearly fifteen years ago. He also served a

stint at the State House and now works in the Northeast IFM Region as the primary maintenance person at the Wall Experiment Facility. The Regional plan for IFM has already provided him an opportunity to grow in his job. He enjoys working with other trades people in IFM including the electricians and carpenters and learns from them on the job every day. He makes sure that no problem goes unattended for very long. His goal is to maintain the trust of the occupants of the building and give 100% of his attention to addressing the customers' needs. Israel always keeps the occupants abreast



of repairs and the time when scheduled work will be completed. Working with a highly technical facility is new for him. He is proud that he is responsible for The Wall Building, which is the first LEED Platinum Certified state facility in the Commonwealth. Israel credits his supervisor (Regional Director Elsie Petit-Frere) with helping him learn how to take care of the facility, especially in dealing with various system vendors. Israel is bilingual and also takes on a supportive role by helping those coming into his facility that may not speak English very well by making sure they get to the right office and to the right person. Israel's current success stems from being prepared. That's why he's always hungry for learning and is willing to take any training available. His first thought when he wakes up in the morning and is getting ready for work is "... today I'm going to be learning something new." Like many in his profession, Israel keeps physically active. You might be surprised to know that he plays professional volleyball and travels with different teams around the country. He's been to the Nationals in Kentucky, is going to Texas soon and will be at the Nationals in Miami this year. Israel

invites co-workers to Lawrence to see him play locally.

Central Region Spotlight Integration: Shrewsbury Library at Glavin

The Irving A. Glavin Regional Center located in Shrewsbury, MA is a more than 120 acre site with 13 buildings located within the IFM Central Region. This Department of Developmental Services (DDS) 1970s era site was first developed as an Intermediate Care Facility for the intellectually impaired. As of July 2014, the Glavin Center will be transitioned to DCAMM care as a surplus property. An exploratory committee established in October 2013, has been charged with considering reuse options. As partners, the Town of Shrewsbury and the Commonwealth will consider many options.

Central Region Spotlight Integration (cont.)



Irving A. Glavin Regional Center, Shrewsbury

This summer, one of the buildings on the site will already begin to serve a critical interim use for the next couple of years as a temporary space for the Shrewsbury Public Library. Shrewsbury is in the process of renovating their public library and needs a temporary site so that there can be continuous library services for their residents. They asked for and are licensed to use a 10,000 square foot building on the Glavin Center campus. This license is a positive collaboration between the Commonwealth and the town that will preserve

services for residents until the library renovation project is completed.

The Glavin Center campus building has the advantage over any other interim option because it includes plenty of space for parking, is an accessible facility and is conveniently located nearby the current library; using Glavin will also save the town over \$300,000. The town also has plans to use the Glavin Property for soccer and athletic fields and farmland over the next 25 years, preserving open space and providing a resource for the community.

Making decisions about reuse of the full site on an expedited basis can mean savings for the Commonwealth in maintenance and security costs. It will also provide a path forward that prevents a long term unused site within the boundaries of the town.

Currently this surplus site is being managed by DDS. In preparation for future management responsibility under IFM, DCAMM has created an in-house team to work with DDS on the transition.



SHREWSBURY PUBLIC LIBRARY

State-Local Partnership Yields Disposition Wins

his month by unanimous vote at their Town Meeting the residents of Medfield opted to purchase the Medfield State

Hospital site under a new Commonwealth policy, the Patrick Administration's Sale Partnership Model (SPM). Medfield is the second town in the Commonwealth to utilize this policy. Medfield's Town Meeting decision follows the vote taken in October of 2013 by the town of Westborough that authorized the purchase of the Westborough State Hospital site. This new policy provides a mechanism for cities and towns to be able to afford the purchase of state surplus property so that the residents of their community can better control the pace and type of development on sites within their borders.

At the State House hearing on House Bill 3979, the legislation that formally authorizes the sale of the Westborough surplus property to the town, Commissioner Cornelison explained, "SPM is a real estate disposition model designed to accelerate the disposition process through a collaborative approach between municipalities and the Commonwealth. At the same time, the Commonwealth receives a return on the sale as well as relief from the costs of long term maintenance of a surplus property. SPM objectives are: to put underutilized properties on the tax rolls, create new jobs and generate public and financial benefits to be shared by local and state government."

SPM represents a positive change in the Commonwealth's surplus property disposition model. This model allows municipalities to partner with the Commonwealth to move more quickly to transition properties, expediting reuse and saving taxpayer money.

Although every surplus property may not fall under this policy, SPM can be an important fix to prevent these sites from non-productive use in Massachusetts cities and towns.



Frequently Asked Questions

Submit any questions to **The IFM Open Door** newsletter by forwarding them to your facility manager or Regional Director for consideration. We will respond to your question whether or not it is published.

What is the methodology for determining how agencies will be charged under the Chargeback model?

■ Facility related costs will be allocated on a per square foot basis, including an overhead assessment, unless explicitly stated otherwise. For facilities that contain multiple occupants, common area space will be allocated on a pro-rata basis.

If my agency has property in more than one region, will I be competing against myself for resources?

■ In Fiscal Year 2015, charges are based on building specific costs to support IFM within the full portfolio. Resources to support these costs have been budgeted on a building specific basis. Therefore, agencies will not be competing against themselves between regions. In addition, there is a cost per square foot to cover overhead costs, both state-wide and regional. Since these costs are associated with administering IFM across the portfolio rather than building specific needs, this would also not create any competition for resources.

What is an SLM and what is in it?

A Service Level Matrix (SLM) is a formal document attached to the facilities management agreement that defines the provision of products and services to customer agencies at specified levels. It includes the list of services (from the service catalogue), service levels, measurements, targets, penalties, and key responsibilities for the services provided by IFM.

Quick Facts About The Commonwealth Properties...

- 80M Gross Square Feet
- 13,000+ Real Estate Parcels
- 6,300+ Structures
- 276 Campuses
- \$1B Minimum Estimated Spend
- 550+ Active Leases

We are your customer-focused, service-oriented facilities management and real estate team. Should you have questions about IFM, please contact us.

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